

INTRODUCTION

Welcome

Background

Students

414 - Hand Picked

International 45-39

Demanding academic experience

Different than graduate schools

Focus

Expand

One expansion - other attitudes and interests

Most professions too inward

Today - public reevaluating national attitudes - interests

Purpose - use of military

Two things for us - servants

1. If going understand what public wants must hear views

Range

Unilateral disarm

Advocates military

intervention

2. If public going make reasoned decision

How we view capabilities

How we view threat

What role can play

Requires military men -

Articulate

Lucidly on terms

comprehensible non-professional

Why grateful you are here

Purpose Forum - exchange of ideas you and students

Seminar meetings and questions

floor after 5 lecturers -

Mikes

Carter

Rivlin

DiBona

Z

Warner

Compulsory Plagiarism

Bathurst

West

Introduction

Welcome

Background

Students

414 - Hand Picked

International 45-39

Demanding academic experience

Different than graduate schools

Focus

Expand

One expansion - other attitudes
& interests

Most professions too inward
Today - ^{public reevaluating} national attitudes - interests.
Purpose - use of military

2

Two things for us - servants

1. If going understand
what public wants must
hear views

Range -

Unilateral disarm
Advocates military
intervention

2. If public going
make reasoned decision

How we view capabilities

" " " threat

What role can play

Requires military men -
Articulate

Lucidly on terms
consequently non-sensational

3

Very grateful you are here

~~Highlight~~

Purpose Forum - exchange of
ideas & you & students

Seminar meetings & questions

floor after 5 lectures -
Mikes Carter

Rubin

Di Bona

Z

Werner

Compulsory Plagiarism

Bathurst

West

INTRODUCTION

Welcome

Background

Students

414 - Hand Picked

International 45-39

Demanding academic experience

Different than graduate schools

Focus

Expand

One expansion - other attitudes and interests

Most professions too inward

Today - public reevaluating national attitudes - interests

Purpose - use of military

Two things for us - servants

1. If going understand what public wants must hear views

Range

Unilateral disarm

Advocates military

intervention

2. If public going make reasoned decision

How we view capabilities

How we view threat

What role can play

Requires military men -

Articulate

Lucidly on terms

comprehensible non-professional

Why grateful you are here

Purpose Forum - exchange of ideas you and students

Seminar meetings and questions

floor after 5 lecturers -

Mikes

Carter

Rivlin

DiBona

Z

Warner

Compulsory Plagiarism

Bathurst

West

Revised
6/22/73

OPENING REMARKS

CURRENT STRATEGY FORUM
26 June 1973

Good morning ladies and gentlemen. I realize that a good many people are still arriving, but I'd like to get the Forum underway. Time is going to be at a real premium come Thursday noon and I don't want to set a bad example.

Now to discuss this, the
First of all, I'd like to welcome you to the twenty-fifth annual forum at the Naval War College. The first was in 1949 and was called the Round Table Discussion. There were ~~only~~ *a total of 66* 27 civilian guests along with 15 Senior Reserve Officers and 24 officers from the staffs of other service schools. *At least two* At least one of the guests *at the first session and* then is here today, the distinguished military writer and member of my Board of Advisors, *the Naval War College* Hanson Baldwin, The Navy and the Naval War College dearly need such staunch supporters whose advice is so valuable. I'd like to extend a personal thanks and welcome home to Hanson, *Jack* (ask him to stand) (applause)

(A) By last year this event had grown from the original 66 *invited* participants to 448. *that* That Global Strategy Discussion had 273 *invited* 273 civilians, 50 flag officers and 125 Senior Reserves. *It was* It was a significant social gala lasting a week and offered a great *between students & people like yourselves from civilian* chance for our long-standing supporters and officers to get *walks of life was being lost. So, too, was the concept of* together again -- Our chance to repay some of the hospitality *the discussions being a climax to the students academic* we're extended all year long.

year.

a high naval reservist,
RADM Jack Beyer.

(B) ~~Those magnificent affairs~~, I believe, are an anachronism in today's era. ^{to me} We are being forced to live within an ever diminishing share of the National Budget. At the same time, we are up against the toughest opposition to have roamed the world's oceans in 30 years. We can't afford the frills today.

~~This year's Current Strategy Forum goes back to the original idea -- back when Admiral Rafe Bates here was a Captain on the War College staff -- these 2 1/2 days are pretty concentrated with a minimum of free time for socializing and a lot of head-to-head discussions with the students. After all, it seems to me that the whole reason for the Current Strategy Forum is to permit a free exchange of ideas among all of you and the students here. There is a great need in our Navy today for an officer corps qualified to determine future strategies and to manage our resources, not just in a fiscal sense but also the ships, aircraft, and men in the fleet. On our part It is essential that we ^{in uniform be able to} ~~can~~ communicate outside the uniformed active duty military -- to converse with a public that understands what we are saying and our rationale, even if they disagree.~~

^{Purposo} Sam Huntington, ^{very} alleged that today's "military policy is... the haphazard outcome of bureaucratic politics and procedures, of vested agency interests and manipulative personalities". In his opinion "... the size, shape, and functions of the military establishment are as much the product of past history and future

visions as they are of either current politics or current logic". There is a lot of truth in his cynicism. This year's course ^{of the NWC} has attempted to familiarize our students with the problems they will face in these areas, but, ^{more} importantly, ^{it} we have attempted to inculcate in them the background and methodologies necessary to be creative in combatting them.

The students have examined military strategy using slices of history covering 2400 years. They have worked in detail with the enormous difficulties in managing this ^{called the DOD} \$80 B Department of Defense corporation we run. They also have dissected today's weapons systems and, ~~using the essentials~~, searched for better

ways to employ our fleet than current doctrine provides. We haven't attempted to ~~keep the~~ ^{briefed} on all the ins and outs of current operations. ^{shattered, please it} ~~It is too soon obsolete.~~ ^{Such information is too} ~~Please don't be shocked if they evidence some weaknesses~~ ^{penultimate. We have played for a long run, preparing them for}

in current events, or on the details of today's MK's and Mods. I felt it was more important that they learn to think -- to incisively delve into any problem, look for alternative solutions, evaluate them and make decisions. ~~The next two and one half days will tell you and me how well this~~

year has succeeded. I'm looking forward to hearing your evaluation.

✓ ^{Howell this} ~~It won't quite be all work.~~ ^{In addition to your seminar discussions with students,} You'll have a chance to hear some very fine speakers: Governor Jimmy Carter who is intimately familiar with both the military and the civilian point of view, Charlie Dibona who is today in one of our most publicized hot-spots

as the President's advisor on Energy, and Dr. Alice Rivlin from the prestigious Brookings Institution with her penetrating views on the domestic economic picture. Admiral Zumwalt, the CNO arrives tomorrow night for his address and Secretary of the Navy, Warner, will close the Forum Thursday noon.

Now, to open this year's Current Strategy Forum, I'll be followed here on the platform by Captain Bob Bathurst, our resident Kremlin watcher and holder of the Layton Chair of Intelligence. Bob was a Moscow attache, is an accomplished Russian linguist, and consistently provides all of us here with some very cogent and erudite views. After Bob's introductory intelligence briefing, Professor Bing West of our Management Department will set the stage for our objectives and discussions.

For those of you
who have not been to
the Naval War College
previously, let me set the
background briefly. We
are a mid-career
educational institution
for ~~career~~ military officers
& career ^{government} civilians. We have
two courses here for U.S.
students. In one the students
are at the Lt Col / Major rank
They are ~~also~~ average 33
years of age & have 12
years of commissioned

X1

service. The other course
 is for CDX3/200hs &
 CATT/CO2. They average
 41 with 15 years of service.
 Our student body is 60%
 Navy, with the remainder from the
 Corps, the Army, the Air Force, the
 Coast Guard, the State
 Dept, the CIA &
 a number of ^{colleges from various} defense
~~civilian~~ agencies. We
 also have

182
 232
 414

There are 414 students
 in the courses. We also have
 two corresponding courses
 for international students, with

X-2

45 Officers from — countries.
Our ~~own~~ school year is 10
months long & we believe
that it is a demanding
academic experience,
equivalent to most master's
degree programs.

~~So much for~~
~~background - now to~~

There is a big difference,
however, between our
program & ^{that of} most graduate
schools. The ordinary graduate
program is working with a
young man of who has
high academic talent

X-3

a fertile imagination, but who has yet achieved little. The ~~school's~~ ^{university's} task is to focus this talent onto a relatively specialized area so that all that imagination will become specifically productive.

Our students, in contrast, come to us having already specialized, already having achieved a great deal. Our task, then, is to re-expand their horizons from the narrow to the

x-4

to broad & to open her
outlook & imagination.
They come to us from a
world of right & wrong
answers to technical or
operational problems. We
are attempting to ~~open the~~
back door to deal with
the uncertainty of choosing
between alternatives
that can not be
precisely measured or
tested.

So much for background -
now onto the bus, the 25th

The Round Table Discussion
changed its name to Global
Strategy Discussions & grew to
about 100 ^{when} guests, plus several
reserve officers.

By
A

B

Thus this year we have
again changed its name, to
Catholic Strategy Forum,
& which returned the size to
about the original concept of having
^{when} ~~the~~ ^{Baldwin} ~~the~~ ^{Beggs,} ~~the~~ ^{Ralph Bales who}
~~was~~ ^{proceeds} ~~back~~ ⁱⁿ the early
'80's.

650's. & others set the tone & style.
We hope in your 2 1/2 days ^{here} to
pack in almost as much
good discussion as ~~was~~
in the 5 days of the recent 650's.
That is why we have pared
down the social events &
substituted working sessions

B-2

in the evenings. A
highly social event is

c

You will have an opportunity to see how well we have or have not succeeded. ~~At the end of~~ For the last 2 weeks of the course, we divided the students into committees of about 10 men. They were assigned topics concerning the role of today's military, & how the Navy should play its part. They were asked to lay out their collective views as to the factors to be considered & the alternatives to be weighed in setting national or naval policy in these

the assigned
areas. ~~There were~~ several
committees to most types,
hoping to generate divergent
views. Here is a list of
those committee topics.

The broad subject
of National Interests in the
Post-Communist Era
& the Role of the Military in
Supporting Them will be
the basis for most of
your seminar discussions
today & tomorrow. You
will each be given one
of these 15-20 page papers
& asked to discuss them

C-3

it apart with ~~you~~ the students
& cast differing light on it

→ in your seminar group.

On Thursday, we will present
to you a condensation
of the ~~news~~ ideas in
these other, more technical
& military papers.

In these ways we hope
to bring the Forum into close
relation with our curriculum,
both to cap the students' year
of academic effort, &

C-4
to offer you an inside
view of what & how
your military leaders of
tomorrow are thinking

OPENING REMARKS

CURRENT STRATEGY FORUM
26 June 1973

Good morning ladies and gentlemen. I realize that a good many people are still arriving, but I'd like to get the Forum underway. Time is going to be at a real premium come Thursday noon and I don't want to set a bad example.

First of all, I'd like to welcome you to the twenty-fifth annual forum at the Naval War College. The first was in 1949 and was called the Round Table Discussion. There were only 27 civilian guests along with 15 Senior Reserve Officers and 24 officers from the staffs of other service schools. At least one of the guests then is here today, the distinguished military writer and member of my Board of Advisors, Hanson Baldwin. The Navy and the Naval War College dearly need such staunch supporters whose advice is so valuable. I'd like to extend a personal thanks and welcome home to Hanson. (ask him to stand) (applause)

By last year this event had grown from the original 66 participants to 448. That Global Strategy Discussion had 273 civilians, 50 flag officers and 125 Senior Reserves. It was a significant social gala lasting a week and offered a great chance for our long-standing supporters and officers to get together again-- Our chance to repay some of the hospitality we're extended all year long.

Those magnificent affairs, I believe, are an anachronism in today's era. We are being forced to live within an ever diminishing share of the National Budget. At the same time, we are up against the toughest opposition to have roamed the world's oceans in 30 years. We can't afford the frills today.

This year's Current Strategy Forum goes back to the original idea -- back when Admiral Rafe Bates here was a Captain on the War College staff -- these 2 1/2 days are pretty concentrated with a minimum of free time for socializing and a lot of head-to-head discussions with the students. After all, it seems to me that the whole reason for the Current Strategy Forum is to permit a free exchange of ideas among all of you and the students here. There is a great need in our Navy today for an officer corps qualified to determine future strategies and to manage our resources, not just in a fiscal sense but also the ships, aircraft, and men in the fleet. On our part it is essential that we can communicate outside the uniformed active duty military -- converse with a public that understands what we are saying and our rationale, even if they disagree.

Sam Huntington, alleges that today's "military policy is... the haphazard outcome of bureaucratic politics and procedures, of vested agency interests and manipulative personalities". In his opinion "... the size, shape, and functions of the military establishment are as much the product of past history and future

visions as they are of either current politics or current logic". There is a lot of truth in his cynicism. This year's course here has attempted to familiarize our students with the problems they will face in these areas, but, more important, we have attempted to inculcate in them the background and methodologies necessary to be creative in combatting them. The students have examined military strategy using slices of history covering 2400 years. They have worked in detail with the enormous difficulties in managing this \$80 B Department of Defense corporation we run. They also have dissected today's weapons systems and, using the essentials, searched for better ways to employ our fleet than current doctrine provides. We haven't attempted to keep the briefed on all the ins and outs of current operations. It is too soon obsolete. Please don't be shocked if they evidence some weaknesses in current events, or on the details of today's MK's and Mods. I felt it was more important that they learn to think -- to incisively delve into any problem, look for alternative solutions, evaluate them and make decisions. The next two and one half days will tell you and me how well this year has succeeded. I'm looking forward to hearing your evaluation.

It won't quite be all work. You'll have a chance to hear some very fine speakers: Governor Jimmy Carter who is intimately familiar with both the military and the civilian point of view, Charlie Dibona who is today in one of our most publicized hot-spots

as the President's advisor on Energy, and Dr. Alice Rivlin from the prestigious Brookings Institution with her penetrating views on the domestic economic picture. Admiral Zumwalt, the CNO arrives tomorrow night for his address and Secretary of the Navy, Warner, will close the Forum Thursday noon.

Now, to open this year's Current Strategy Forum, I'll be followed here on the platform by Captain Bob Bathurst, our resident Kremlin watcher and holder of the Layton Chair of Intelligence. Bob was a Moscow attache, is an accomplished Russian linguist, and consistently provides all of us here with some very cogent and erudite views. After Bob's introductory intelligence briefing, Professor Bing West of our Management Department will set the stage for our objectives and discussions.

OPENING REMARKS

CURRENT STRATEGY FORUM
26 June 1973

Good morning ladies and gentlemen. I realize that a good many people are still arriving, but I'd like to get the Forum underway. Time is going to be at a real premium come Thursday noon and I don't want to set a bad example.

First of all, I'd like to welcome you to the twenty-fifth annual forum at the Naval War College. The first was in 1949 and was called the Round Table Discussion. There were only 27 civilian guests along with 15 Senior Reserve Officers and 24 officers from the staffs of other service schools. At least one of the guests then is here today, the distinguished military writer and member of my Board of Advisors, Hanson Baldwin. The Navy and the Naval War College dearly need such staunch supporters whose advice is so valuable. I'd like to extend a personal thanks and welcome home to Hanson. (ask him to stand) (applause)

By last year this event had grown from the original 66 participants to 448. That Global Strategy Discussion had 273 civilians, 50 flag officers and 125 Senior Reserves. It was a significant social gala lasting a week and offered a great chance for our long-standing supporters and officers to get together again-- Our chance to repay some of the hospitality we're extended all year long.

Those magnificent affairs, I believe, are an anachronism in today's era. We are being forced to live within an ever diminishing share of the National Budget. At the same time, we are up against the toughest opposition to have roamed the world's oceans in 30 years. We can't afford the frills today.

This year's Current Strategy Forum goes back to the original idea -- back when Admiral Rafe Bates here was a Captain on the War College staff -- these 2 1/2 days are pretty concentrated with a minimum of free time for socializing and a lot of head-to-head discussions with the students. After all, it seems to me that the whole reason for the Current Strategy Forum is to permit a free exchange of ideas among all of you and the students here. There is a great need in our Navy today for an officer corps qualified to determine future strategies and to manage our resources, not just in a fiscal sense but also the ships, aircraft, and men in the fleet. On our part it is essential that we can communicate outside the uniformed active duty military -- converse with a public that understands what we are saying and our rationale, even if they disagree.

Sam Huntington, alleges that today's "military policy is... the haphazard outcome of bureaucratic politics and procedures, of vested agency interests and manipulative personalities". In his opinion "... the size, shape, and functions of the military establishment are as much the product of past history and future

visions as they are of either current politics or current logic". There is a lot of truth in his cynicism. This year's course here has attempted to familiarize our students with the problems they will face in these areas, but, more important, we have attempted to inculcate in them the background and methodologies necessary to be creative in combatting them. The students have examined military strategy using slices of history covering 2400 years. They have worked in detail with the enormous difficulties in managing this \$80 B Department of Defense corporation we run. They also have dissected today's weapons systems and, using the essentials, searched for better ways to employ our fleet than current doctrine provides. We haven't attempted to keep the briefed on all the ins and outs of current operations. It is too soon obsolete. Please don't be shocked if they evidence some weaknesses in current events, or on the details of today's MK's and Mods. I felt it was more important that they learn to think -- to incisively delve into any problem, look for alternative solutions, evaluate them and make decisions. The next two and one half days will tell you and me how well this year has succeeded. I'm looking forward to hearing your evaluation.

It won't quite be all work. You'll have a chance to hear some very fine speakers: Governor Jimmy Carter who is intimately familiar with both the military and the civilian point of view, Charlie Dibona who is today in one of our most publicized hot-spots

as the President's advisor on Energy, and Dr. Alice Rivlin from the prestigious Brookings Institution with her penetrating views on the domestic economic picture. Admiral Zumwalt, the CNO arrives tomorrow night for his address and Secretary of the Navy, Warner, will close the Forum Thursday noon.

Now, to open this year's Current Strategy Forum, I'll be followed here on the platform by Captain Bob Bathurst, our resident Kremlin watcher and holder of the Layton Chair of Intelligence. Bob was a Moscow attache, is an accomplished Russian linguist, and consistently provides all of us here with some very cogent and erudite views. After Bob's introductory intelligence briefing, Professor Bing West of our Management Department will set the stage for our objectives and discussions.

OPENING REMARKS

CURRENT STRATEGY FORUM
26 June 1973

Good morning ladies and gentlemen. I realize that a good many people are still arriving, but I'd like to get the Forum underway. Time is going to be at a real premium come Thursday noon and I don't want to set a bad example.

First of all, I'd like to welcome you to the twenty-fifth annual forum at the Naval War College. The first was in 1949 and was called the Round Table Discussion. There were only 27 civilian guests along with 15 Senior Reserve Officers and 24 officers from the staffs of other service schools. At least one of the guests then is here today, the distinguished military writer and member of my Board of Advisors, Hanson Baldwin. The Navy and the Naval War College dearly need such staunch supporters whose advice is so valuable. I'd like to extend a personal thanks and welcome home to Hanson. (ask him to stand) (applause)

By last year this event had grown from the original 66 participants to 448. That Global Strategy Discussion had 273 civilians, 50 flag officers and 125 Senior Reserves. It was a significant social gala lasting a week and offered a great chance for our long-standing supporters and officers to get together again-- Our chance to repay some of the hospitality we're extended all year long.

Those magnificent affairs, I believe, are an anachronism in today's era. We are being forced to live within an ever diminishing share of the National Budget. At the same time, we are up against the toughest opposition to have roamed the world's oceans in 30 years. We can't afford the frills today.

This year's Current Strategy Forum goes back to the original idea -- back when Admiral Rafe Bates here was a Captain on the War College staff -- these 2 1/2 days are pretty concentrated with a minimum of free time for socializing and a lot of head-to-head discussions with the students. After all, it seems to me that the whole reason for the Current Strategy Forum is to permit a free exchange of ideas among all of you and the students here. There is a great need in our Navy today for an officer corps qualified to determine future strategies and to manage our resources, not just in a fiscal sense but also the ships, aircraft, and men in the fleet. On our part it is essential that we can communicate outside the uniformed active duty military -- converse with a public that understands what we are saying and our rationale, even if they disagree.

Sam Huntington, alleges that today's "military policy is... the haphazard outcome of bureaucratic politics and procedures, of vested agency interests and manipulative personalities". In his opinion "... the size, shape, and functions of the military establishment are as much the product of past history and future

visions as they are of either current politics or current logic". There is a lot of truth in his cynicism. This year's course here has attempted to familiarize our students with the problems they will face in these areas, but, more important, we have attempted to inculcate in them the background and methodologies necessary to be creative in combatting them. The students have examined military strategy using slices of history covering 2400 years. They have worked in detail with the enormous difficulties in managing this \$80 B Department of Defense corporation we run. They also have dissected today's weapons systems and, using the essentials, searched for better ways to employ our fleet than current doctrine provides. We haven't attempted to keep the briefed on all the ins and outs of current operations. It is too soon obsolete. Please don't be shocked if they evidence some weaknesses in current events, or on the details of today's MK's and Mods. I felt it was more important that they learn to think -- to incisively delve into any problem, look for alternative solutions, evaluate them and make decisions. The next two and one half days will tell you and me how well this year has succeeded. I'm looking forward to hearing your evaluation.

It won't quite be all work. You'll have a chance to hear some very fine speakers: Governor Jimmy Carter who is intimately familiar with both the military and the civilian point of view, Charlie Dibona who is today in one of our most publicized hot-spots

as the President's advisor on Energy, and Dr. Alice Rivlin from the prestigious Brookings Institution with her penetrating views on the domestic economic picture. Admiral Zumwalt, the CNO arrives tomorrow night for his address and Secretary of the Navy, Warner, will close the Forum Thursday noon.

Now, to open this year's Current Strategy Forum, I'll be followed here on the platform by Captain Bob Bathurst, our resident Kremlin watcher and holder of the Layton Chair of Intelligence. Bob was a Moscow attache, is an accomplished Russian linguist, and consistently provides all of us here with some very cogent and erudite views. After Bob's introductory intelligence briefing, Professor Bing West of our Management Department will set the stage for our objectives and discussions.